Northern Municipal Infrastructure Required Investment Scan

Prepared by
NORTHERN ALBERTA DEVELOPMENT COUNCIL

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CONTENTS

Executive Summary	1
Background	
Observations	
Part One	
Municipal Infrastructure Needs	2
Water Treatment & Distribution	2
Wastewater Management	4
Waste Management Handling	5
Municipal Road Construction & Repair	6
Recreation Facilities	8
Cultural Facilities	9
Other	9
Part Two	
Estimated Costs of Municipal Infrastructure Improvements	12

Northern Municipal Infrastructure
Required Investment Scan
July 2009

Executive Summary

BACKGROUND

The Municipal Infrastructure Required Investment Scan was initiated to collect information on the current and future municipal infrastructure needs across northern Alberta. Participants at the 2009 Challenge North 2009 Conference identified municipal infrastructure planning and funding as a key development priority.

In July 2009, the Northern Alberta Development Council (NADC) surveyed all municipalities within the NADC region. Large investments in northern municipal infrastructure has been made, but additional amounts are required. The following reports the current and future infrastructure requirements of northern Alberta municipalities as identified by the municipal jurisdictions.

This report begins with an overview of current and future challenges to municipal infrastructure needs and then provides the future estimated costs for infrastructure over the next 20 years as reported by the municipalities.

It should be noted that as a result of the summer holidays and other municipal workload issues (tax reporting) many municipalities did not complete and return their surveys to the NADC in due time. Some responded to the questionnaire but did not provide an estimate or timeline for further investment in infrastructure.

OBSERVATIONS

- Reporting municipalities will invest $491,261,000 in infrastructure over the next three years and $431,221,000 in three to five years. Municipalities identified $2.6 billion will be required to invest in municipal infrastructure over the next twenty years.
- Common challenges include the lack of municipal planning capacity; limited municipal funding sources; uncertain grant schedules, time frames for grants not meeting needs; and the need for greater consideration by Ministries for impact of policies on municipalities.
- Suggestions by municipalities for improvement include:
  - Simplify application processes for federal and provincial grants to municipalities,
  - Communicate possible funding sources through a website or other means,
  - Increase training programs for municipal councils and employees,
  - Increase certainty in future funding,
  - Change building codes to encourage conservation such as low-water-using appliances, and
  - Increase funding for the Resource Road Program.

PART ONE - Municipal Infrastructure Needs

INTRODUCTION

Survey respondents identified the current and future challenges that their municipalities had in addressing:

1. Water treatment and distribution;
2. Wastewater management;
3. Waste management handling;
4. Municipal road construction and repair;
5. Recreational facilities;
6. Cultural facilities; and
7. Other infrastructure needs.

To facilitate and help clarify responses to the seven infrastructure categories participants were asked to specifically focus and identify challenges stemming from legislation, funding and construction. The following is a summary of the key statements as provided by the municipalities for each type of infrastructure:

1. WATER TREATMENT & DISTRIBUTION

LEGISLATION

Meeting Legislation Requirements

- Constantly changing rules by Alberta Environment make meeting regulations a challenge.
- Alberta Environment needs to give consideration to small systems and communities that face local and provincial funding limits in order for them to meet new standards.
- The Provincial Water for Life funding to create regional systems is a benefit but needs to acknowledge that funding support is limited within each budget year.
- Some municipalities have difficulty meeting new regulations such as the Environmental Assessments and Acts.

Inconsistent Legislation

- Lack of consistency in legislation.
- Compliance with regulations is different and not communicated well between levels of government.

Water Management Policies

- Measures to implement water management policies for lake management and use are costly for municipalities.

Training Demands

- Legislation changes put greater demands on staff qualification and plant requirements.

- Municipalities meet and exceed the legislative requirements but the availability of new operators is a concern.
- Ever changing regulations make it difficult for small communities to keep up financially with "current" standards and with properly trained employees.

FUNDING

Budget Process

- Project approvals are not timely enough for budget process.
- Application process for funding needs to be simplified (Shorter application and one stop shopping).
- A list of possible funding avenues should be compiled and distributed to municipalities through a website, newsletter or other communication sources.
- Approved projects may take 2-3 years before receiving provincial funding. Municipalities do not have the finances to carry these capital costs in the interim.

Training

- There are not sufficient exams or training programs per year to maintain a trained workforce.
- Difficulty obtaining grant funding for upgrading infrastructure necessary to meet ever increasing standards for drinking water quality.

Water Distribution

- Funding uncertainty and significant cost of transporting water are key challenges.
- Inconsistent availability of funding for water distribution infrastructure necessary for residential and industrial development projects stalls growth until service is in place.
- Difficulty making informed decisions for long term sustainability due to uncertainty of future funding.

Planning

- Funding should follow improvements required to implement regulatory changes to existing facilities.
- Projects are not executable due to extremely high constructions costs.
- Impossible to plan for infrastructure projects due to inadequate funding and changing prospects for long term funding.

CONSTRUCTION

Inter-municipal Cooperation

- Some municipalities want to use regional lines as a trunk main to create rural water co-ops or to service multi-lot rural residential subdivisions along routes where possible.

- Highway 63 twinning requires the relocation and expansion of the Hamlet of Wandering River's water treatment plant to allow for growth in the Hamlet and area.
- Some co-op projects are funded in part by the Water & Wastewater Partnership Program but even with local shares being 25% it is still a major expense for small municipalities.
- Need to encourage inter-municipal co-operation on regional service delivery by reducing local shares of funding to 10% for joint municipal projects. This will result in cost savings for both levels of government.

Skilled Personnel – Training

- Certification Program required for operators has timing problems as well as funds required to complete the program.
- Requirement to have level 3 operators in smaller communities is a concern.
- Attracting and retaining qualified personnel is a challenge.

Changing Procedures and Equipment

- Challenging for municipalities to stay current with changes and upgrades in procedures and equipment.

Supply Security

- Securing a long term water supply and diversion license is a challenge.
- Difficult to provide the necessary infrastructure to keep up with growth while replacing or upgrading existing infrastructure

2. WASTEWATER MANAGEMENT

LEGISLATION

Environmental Regulation

- Building code regulations such as in the requiring low water using appliances (toilets, shower heads etc.) would be beneficial for all of Alberta in water conservation and wastewater management.
- Wastewater management codes may be expanded to be an environmental regulation in addition to health and safety.

Upgrading

- Stringent requirements for improved wastewater quality coupled with the difficulty in obtaining grant funding are burdensome.
- Difficulty keeping up with the replacement of aging infrastructure and providing the necessary facilities to support new growth and development.

Regulation Changes

- Private sewage disposal regulations are changed without accounting for implications to funding.

FUNDING

Upgrading

- Upgrading and expansion of existing sewage treatment facilities to meet current needs and future growth requirements are contingent upon provincial funding given the costs of such projects.
- Urgent requirement to upgrade underground infrastructure and lift stations impossible due to little to no funding available within the required timeframe.
- Upgrading costs for small hamlet wastewater infrastructure is cost prohibitive with limited funding options.

Population Growth

- Despite planning and communication with industry, population growth uncertainty and seasonal industrial presence are big concerns in the management of rural municipally wastewater capacity constraints, which are predominately treated in sewage lagoons.

Lack of Information

- Difficult for municipalities to find information on federal infrastructure funding.

CONSTRUCTION

Skilled Personnel / Training

- Attracting and retaining qualified personnel is a challenge.
- Level of upgrades needed by technicians is a challenge.

Upgrading

- Inflow and infiltration have also been problematic due in part to insufficient storm drainage facilities.
- Demand exists for facility improvements to handle liquid waste from outlying areas such as recreational/summer villages.

3. WASTE MANAGEMENT HANDLING

LEGISLATION

- New landfill standards are restrictive.
- Legislation changes result in increased municipal costs for labor/maintenance.

FUNDING

Alternative Energy/Waste Studies

- Funding required for waste to energy studies and other alternatives to landfilling.

Programs

- Impossible for smaller municipalities to fund regional landfills with local funds due to cancellation of regional landfill grant program by the provincial government. Regional landfill grant program should be re-instated and enhanced.

Changes to Regulations

- Provincial funding must follow changes to regulations or legislation.
- Current practice of user pays has to be curtailed.
- Political & bureaucratic downloading must be stopped.

Increased Costs

- Costs of effective waste management are continually increasing and the user fees need to be raised accordingly.
- Increased hauling costs require a change in philosophy for establishing regional landfills.
- As no further funding available it has become acceptable to landfill waste.
- An increased emphasis on recycling and environmental preservation has increased costs to municipalities by way of recycling bins and storage compounds.

CONSTRUCTION

Stable/Reliable Waste Stream

- Issues facing solid waste removal include: meeting customer expectations, funding waste diversion programs, competition with other landfills close-by and landfill closure liability.
- Securing a stable and reliable waste stream will be necessary to ensure the future viability of our solid waste operations.

Skilled Personnel – Training

- Level of certification (operators) is very high and causes operation challenges.

Transport

- Challenge to transport recycled material to locations that process it.
- Cost of transport as well as having facilities that readily accepts materials are a primary concern for municipalities.

4. MUNICIPAL ROAD CONSTRUCTION & REPAIR

LEGISLATION

- Municipalities need to be able to easily acquire land for road right-of-way and for road widening "easily" and quickly.
- Municipalities need to be able to charge additional levies to roads on which levies have already been paid when a rural municipality is annexed into urban

municipalities. This will cover the costs to upgrade the roads to the higher and safer urban standards

- An increase to the Primary Highway Maintenance Grant, which has been at $1,959/lane-kilometer for 25 years, is required.
- Due to the large network of roads and bridges, municipalities would benefit greatly from having a more concrete plan from Alberta Transportation with respect to future bridge work. This would help coordinate road projects and reduce construction costs and introduce operational efficiencies.

FUNDING

- Funding support for municipal road construction and repair through the Municipal Sustainability Initiative (MSI) and the New Deal for Cities and Communities (NDCC) has been very beneficial.
- Municipalities would like if MSI funding was a multi -year funding commitment similar to the NDCC funding commitment.
- Roads that were built in the 50's or earlier do not withstand the increased traffic and require upgrading.
- Increased oil field activity in the last 15 years has resulted in traffic and strain on road systems. Although municipalities collect a substantial amount of taxes from the activity it still is not enough to rebuild the amount of roads that require attention.
- Not enough money is in the Resource Road Program.
- Adequate funding sources to do required rehabilitative or remedial road repair work in a timely & cost-effective manner is not available.
- Need to address the inherent higher costs (fuel, aggregate, cement, asphalt) associated with doing work in the rural areas outside of the Edmonton-Calgary corridor.
- Having a small tax base some municipalities cannot afford to do more than what they get in grant dollars.

CONSTRUCTION

Streets Improvement Program

- The Streets Improvement Program (SIP) presently funds major road improvements (e.g. pavement re-caps curbs and storm sewers). However, SIP does not cover repairs and maintenance to roads and sidewalks.
- SIP grants should include repairs and maintenance of existing road infrastructure.

New Standards

- Upgrading of existing and creation of new standards & specifications for roadway infrastructure is required.

Green Initiatives

- More landscaping and "Green" initiatives for all roadways is required.

Upgrading Costs

- Existing road systems require major upgrading. The cost of contracting out for these improvements is prohibitive having municipalities taking a "wait and see" attitude.

Skilled Personnel – Training

- More skilled workers (operators, technologists, engineers, etc.) are needed in northern municipalities.

Contractors

- Municipalities require more competent contractors and consultants to provide a more competitive environment.
- An ongoing challenge is getting contractors for the amount of overlay municipalities can complete in a year.

External Users

- Increased activities from users outside (i.e. oilfield) give back little or no monetary input into upgrading. This has a detrimental effect on municipal infrastructure.

5. RECREATION FACILITIES

FUNDING

- A reliable level of provincial/federal funding for recreation facilities is needed for a minimum of 10 years.
- Provincial operating funding is needed for inter-municipal recreational programs as these facilities are typically funded by urban municipalities with no or very little funding provided by rural neighboring municipalities.
- Provincial operating funding would encourage the development of new partnerships.
- There is limited program capacity in existing facilities due to rapid growth.
- Municipalities experience a limited borrowing capacity.
- Large rural municipalities whose residents access services from urban municipalities have difficulties justifying large recreational complex in just one area.
- The cost of a large facility for small population base as well as conflicting priorities between municipalities resulting from a lack of available capital from urban partners.

CONSTRUCTION

- Many recreational facilities in northern Alberta are aging and require upgrading.
- Volunteer community groups are finding it increasingly difficult to operate and maintain recreational facilities.

Staffing

- Declining population in some municipalities coupled with increased cost in operation, maintenance & construction has led to severe deficits.

6. CULTURAL FACILITIES

LEGISLATION

- Require legislation for improving the community consultation processes, such as the Cultural Policy Consultation developed by the Tourism Parks & Recreation, now under the Culture and Community Spirit Ministry

FUNDING

- Conditional funding should be made available for cultural programs and services.
- Municipalities have too many other infrastructure needs that must be attended to before giving consideration to "soft" services, such as libraries and cultural centres.
- There is an ongoing need to maintain or create new tripartite infrastructure funding models, such as the Build Canada program, in order for communities to meet their cultural infrastructure needs.
- Smaller program funding models, such as the province's Community Facility Enhancement Program model, or the Community Initiative Program are integral to small communities and agencies responsible for operating city owned cultural facilities.
- Sufficient funds are not available to upgrade library facilities or to modernize the amenities so that it can continue to attract people to them.

CONSTRUCTION

Upgrading

- There is a need within northern Alberta to review the condition of museum facilities and collections/artefact storage.
- There are over 25 museums in the Peace Region and many operate with substandard facilities while at the same time they house significant heritage collections that require proper storage and care.
- Many heritage buildings require restoration, improvements and ongoing maintenance

7. OTHER

FIRE/EMERGENCY/PROTECTIVE SERVICES

Infrastructure Issues

- Rural subdivision growth and no pressurized water supply for protection is a concern.

- Population/residential expansion into the wildland/urban interface (water supply) is a challenge.
- Population demands increase the need for: more equipment; fire hall construction or expansion.

Emergency Response Standards

- As there are no set standards for emergency response, municipalities are constantly wondering what is or is not an acceptable response.
- Formulation of replacement time lines, discussions surrounding "why does a fire hall need that", constructing service levels and standard operating guidelines are an ongoing concern.

Facilities – Equipment

- Until recently there was minimal funding allocated to emergency services for facilities or equipment.
- Training grant programs have been available in the past but no infrastructure funding was presented.

Funding

- The Municipal Sponsorship program began in 1998 and continues today. This grant while accessible to emergency services does not provide adequate funding for large projects such as major equipment purchases or facility construction. Pooled, it may provide for a larger purchase but utilized solely by one municipality it does not provide for a great source of funding dependent on your population.
- The Alberta Municipal Infrastructure Program (AMIP) originated in 2005. This is the first program that not only targeted emergency services facilities and equipment as an allowable expense it also designated it as a core program. The Municipal Sustainability Initiative (MSI) has followed suit by also naming emergency services facilities and equipment as a permissible project. Both of these programs do allow for substantial funding.
- The recently announced Building Canada program does not allow for a direct emergency services application. However, if worded appropriately one may access some funding through the Green Energy category with reference to fire hall construction/renovation.
- Through the creation of the AMIP and MSI programs, the provincial government has demonstrated an increase in the understanding of overall municipal infrastructure. Unfortunately municipalities were ensuring the construction of ice arenas rather than providing for a "safe" community in the past.
- The creation and eligibility of these new programs has demonstrated a new era in provincial allocations.

INFRASTRUCTURE

Funding

- Substantial senior government funding assistance is needed for all infrastructure replacements.
- Reserves are being depleted to match current grant funding.
- Deteriorated infrastructure requiring major upgrades need to be postponed due to lack of funding and capacity.
- Due to lack of funding, emphasis will be mostly on upgrading/replacing existing infrastructure as opposed to expanding, to meet present densities and projected future growth.

PROVINCIAL HIGHWAYS

- A challenge exists regarding development along Provincial Highways. The demands imposed by Alberta Transportation with regards to intersection upgrades for prospective developers are seen as major barriers to development along the travel corridors within our region.

DISSOLUTION OF MUNICIPALITIES

Funding

- Anticipate that smaller municipalities will eventually apply for dissolution passing on costs for transition periods to ratepayers. The province has removed this funding from their budget. This must be reinstated to ensure that the receiving municipality is not left "holding the bag".

PART TWO - Estimated Costs of Municipal Infrastructure Improvements

Estimated Costs for Infrastructure Over the Following Time Periods.

Town / Municipality	Years	Water Treatment & Distribution	Wastewater Management	Garbage Handling	New Road Construction & Repair	Recreation Facilities	Cultural Facilities	Other	Total
Athabasca	3	$26,000,000	$2,000,000	N/A	$38,000,000	$1,000,000	$1,000,000	$5,000,000	$73,000,000
	3 to 5	$10,000,000	$5,000,000	N/A	$20,000,000	$1,000,000	$500,000	$2,500,000	$39,000,000
	5 to 10	$10,000,000	$5,000,000	N/A	$45,000,000	$5,000,000	$3,000,000	$1,200,000	$69,200,000
	10 to 20	$20,000,000	$10,000,000	N/A	$90,000,000	$20,000,000	$6,000,000	$25,000,000	$171,000,000
	Total	$66,000,000	$22,000,000	N/A	$193,000,000	$27,000,000	$10,500,000	$33,700,000	$352,200,000
Berwyn	3	$300,000	N/A	N/A	$300,000	$50,000	N/A	N/A	$650,000
	3 to 5	$100,000	$25,000	$25,000	$200,000	$50,000	$25,000	N/A	$425,000
	5 to 10	$100,000	$50,000	$25,000	$500,000	$50,000	$25,000	N/A	$750,000
	10 to 20	$100,000	$300,000	$50,000	$500,000	$500,000	$100,000	N/A	$1,550,000
	Total	$600,000	$375,000	$100,000	$1,500,000	$650,000	$150,000	N/A	$3,375,000
Bonnyville	3	$12,000,000	$3,000,000	$1,000,000	$13,200,000	$1,000,000	$7,000,000	$2,500,000	$39,700,000
	3 to 5	$6,000,000	$2,000,000	$1,000,000	$8,800,000	$1,500,000	N/A	$1,500,000	$20,800,000
	5 to 10	$10,000,000	$5,000,000	$5,000,000	$22,000,000	$1,500,000	N/A	$2,000,000	$45,500,000
	10 to 20	$18,000,000	$10,500,000	$0	$44,000,000	$17,000,000	N/A	$2,000,000	$91,500,000
	Total	$46,000,000	$20,500,000	$7,000,000	$88,000,000	$21,000,000	$7,000,000	$8,000,000	$197,500,000
Donnelly	3	N/A	N/A	N/A	N/A	$90,000	N/A	N/A	$90,000
	3 to 5	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	5 to 10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	10 to 20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total	N/A	N/A	N/A	N/A	$90,000	N/A	N/A	$90,000
Grande Prairie County	3	$800,000	N/A	$1,950,000	$28,000,000	$7,500,000	$300,000	$4,000,000	$42,550,000
	3 to 5	$6,000,000	$8,000,000	$1,750,000	$28,000,000	$23,000,000	$15,000,000	$3,500,000	$85,250,000
	5 to 10	$700,000	$2,600,000	$1,750,000	$28,000,000	$7,000,000	N/A	$2,000,000	$42,050,000
	10 to 20	$2,000,000	$800,000	$1,750,000	$28,000,000	$12,500,000	$3,000,000	$8,000,000	$56,050,000
	Total	$9,500,000	$11,400,000	$7,200,000	$112,000,000	$50,000,000	$18,300,000	$17,500,000	$225,900,000
Grande Prairie	3	$13,737,000	$22,301,000	$11,896,000	$89,000,000	$133,500,000	N/A	N/A	$270,434,000
	3 to 5	$21,953,000	$47,568,000	$3,900,000	$90,000,000	$27,000,000	$4,000,000	N/A	$194,421,000
	5 to 10	$51,330,000	$22,014,000	$53,780,000	$200,000,000	$20,000,000	$30,000,000	N/A	$377,124,000
	10 to 20	$16,890,000	$12,944,000	$10,320,000	$300,000,000	$125,000,000	N/A	N/A	$465,154,000
	Total	103,910,000	$104,827,000	$79,896,000	$679,000,000	$305,500,000	$34,000,000	N/A	$1,307,133,000

Town / Municipality	Years	Water Treatment & Distribution	Wastewater Management	Garbage Handling	New Road Construction & Repair	Recreation Facilities	Cultural Facilities	Other	Total
High Level	3	$2,000,000	$8,000,000	N/A	$2,000,000	$1,000,000	$100,000	N/A	$13,100,000
	3 to 5	$5,000,000	$700,000	N/A	$2,400,000	$3,000,000	N/A	N/A	$11,100,000
	5 to 10	$2,100,000	$800,000	N/A	$7,300,000	$4,000,000	N/A	N/A	$14,200,000
	10 to 20	$5,500,000	$1,000,000	N/A	$9,100,000	$8,000,000	N/A	N/A	$23,600,000
	Total	$14,600,000	$10,500,000	N/A	$20,800,000	$16,000,000	$100,000	N/A	$62,000,000
High Prairie	3	$4,479,925	$4,798,325	$300,000	$3,200,000	$100,000	$100,000	$1,259,000	$14,237,250
	3 to 5	$670,000	$1,599,150	$300,000	$1,000,000	$100,000	$100,000	$2,919,600	$6,688,750
	5 to 10	$68,000	$450,000	$300,000	$1,000,000	$100,000	$100,000	$12,000	$2,030,000
	10 to 20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total	$5,217,925	$6,847,475	$900,000	$5,200,000	$300,000	$300,000	$4,190,600	$22,956,000
M.D. Greenview No. 6	3	$2,600,000	$3,000,000	$800,000	N/A	N/A	N/A	N/A	$6,400,000
	3 to 5	$35,000,000	$3,200,000	$1,450,000	N/A	N/A	N/A	N/A	$39,650,000
	5 to 10	$46,000,000	$4,200,000	$2,000,000	N/A	N/A	N/A	N/A	$52,200,000
	10 to 20	$46,000,000	$8,000,000	$3,500,000	N/A	N/A	N/A	N/A	$57,500,000
	Total	$129,600,000	$18,400,000	$7,750,000	N/A	N/A	N/A	N/A	$155,750,000
M.D. Northern Lights	3	$2,000,000	$3,000,000	$500,000	$5,000,000	$1,000,000	$1,500,000	N/A	$13,000,000
	3 to 5	$15,000,000	N/A	N/A	$5,000,000	$5,000,000	$4,000,000	N/A	$29,000,000
	5 to 10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	10 to 20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total	$17,000,000	$3,000,000	$500,000	$10,000,000	$6,000,000	$5,500,000	N/A	$42,000,000
M.D. of Peace No.135	3	N/A	N/A	N/A	$2,350,000	$425,000	N/A	$100,000	$2,875,000
	3 to 5	N/A	N/A	N/A	$1,060,000	N/A	N/A	N/A	$1,060,000
	5 to 10	$50,000	N/A	N/A	$500,000	N/A	N/A	$150,000	$700,000
	10 to 20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total	$50,000	$0	$0	$3,910,000	$425,000	$0	$250,000	$4,635,000
M.D. Smoky River	3	$255,000	$0	$45,000	$5,000,000	$600,000	$60,000	$4,000,000	$9,960,000
	3 to 5	$50,000	$50,000	$345,000	$4,500,000	$400,000	$100,000	$1,000,000	$6,445,000
	5 to 10	$200,000	$650,000	$130,000	$10,000,000	$1,000,000	$500,000	$3,000,000	$15,480,000
	10 to 20	N/A	N/A	$650,000	$30,000,000	$2,000,000	$1,000,000	$3,000,000	$36,650,000
	Total	$505,000	$700,000	$1,170,000	$49,500,000	$4,000,000	$1,660,000	$11,000,000	$68,535,000
Manning	3	$0	$1,500,000	N/A	N/A	N/A	N/A	$1,000,000	$2,500,000
	3 to 5	$1,000,000	N/A	N/A	N/A	$2,500,000	N/A	N/A	$3,500,000
	5 to 10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	10 to 20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total	$1,000,000	$1,500,000	$0	$0	$2,500,000	$0	$1,000,000	$6,000,000

Town / Municipality	Years	Water Treatment & Distribution	Wastewater Management	Garbage Handling	New Road Construction & Repair	Recreation Facilities	Cultural Facilities	Other	Total
Peace River	3	$21,000,000	$2,000,000	N/A	$11,000,000	$1,500,000	$4,000,000	$745,000	$40,245,000
	3 to 5	$9,000,000	$3,000,000	$200,000	$11,012,246	$3,000,000	$745,000	N/A	$26,957,246
	5 to 10	$2,000,000	$7,000,000	$400,000	$12,924,406	$500,000	N/A	$5,000,000	$27,824,406
	10 to 20	$5,000,000	$10,000,000	N/A	$12,263,691	$500,000	N/A	$11,000,000	$38,763,691
	Total	**$37,000,000**	**$22,000,000**	**$600,000**	**$47,200,343**	**$5,500,000**	**$4,745,000**	**$16,745,000**	**$133,790,343**
St. Paul	3	N/A	N/A	$300,000	$1,000,000	$300,000	$20,000	N/A	$1,620,000
	3 to 5	$500,000	N/A	$500,000	$2,000,000	$2,000,000	N/A	$500,000	$5,500,000
	5 to 10	$2,500,000	$200,000	$1,000,000	$4,000,000	$500,000	N/A	$500,000	$8,700,000
	10 to 20	N/A	$500,000	$2,000,000	$10,000,000	N/A	N/A	N/A	$12,500,000
	Total	**$3,000,000**	**$700,000**	**$3,800,000**	**$17,000,000**	**$2,800,000**	**$20,000**	**$1,000,000**	**$28,320,000**
Swan Hills	3	N/A	N/A	$350,000	$1,000,000	$200,000	N/A	$400,000	$1,950,000
	3 to 5	N/A	N/A	$350,000	$1,000,000	$400,000	N/A	N/A	$1,750,000
	5 to 10	$300,000	$500,000	$400,000	$300,000	$0	N/A	N/A	$1,500,000
	10 to 20	$500,000	N/A	$1,000,000	$500,000	$500,000	N/A	$10,000	$2,510,000
	Total	**$800,000**	**$500,000**	**$2,100,000**	**$2,800,000**	**$1,100,000**	N/A	**$410,000**	**$7,710,000**
Wembley	3	$150,000	$150,000	N/A	$500,000	$500,000	$200,000	N/A	$1,500,000
	3 to 5	$1,800,000	$400,000	N/A	$1,200,000	$300,000	$500,000	$75,000	$4,275,000
	5 to 10	$500,000	$500,000	$200,000	$500,000	$600,000	$150,000	$750,000	$3,200,000
	10 to 20	$2,500,000	$500,000	$500,000	$1,000,000	$1,000,000	$2,000,000	$1,000,000	$8,500,000
	Total	**$4,950,000**	**$1,550,000**	**$700,000**	**$3,200,000**	**$2,400,000**	**$2,850,000**	**$1,825,000**	**$17,475,000**
Grand Total		439,732,925	224,799,475	111,716,000	1,233,110,343	445,265,000	85,125,000	956,206,000	$2,635,369,343